

York County *Communities That Care*

2011 Community Action Plan

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York County *Communities That Care*®
*A community wide effort to promote a healthy community with
responsible, respectful, resilient youth.*



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Executive Summary

This plan describes the ways to address the priority risk factors identified in York County's *Communities That Care* effort. The *Communities That Care* system is a way for members of a community to work together to promote positive youth development. The system was developed by Dr. J. David Hawkins and Dr. Richard F. Catalano. Their research has identified risk factors that predict youth problem behaviors and protective factors that buffer children from risk and help them succeed in life. There is a Glossary of Terms at the end of this report that hopefully provides an explanation for any and all terms that are not familiar.

Protective factors, also known as “assets,” are conditions that buffer children and youth from exposure to risk by either reducing the impact of the risks or changing the way that young people respond to risks. Protective factors identified through research include strong bonding to family, school, community and peers. These groups support the development of healthy behaviors for children by setting and communicating healthy beliefs and clear standards for children's behavior. Young people are more likely to follow the standards for behavior set by these groups if the bonds are strong. Strong bonds are encouraged by providing young people with opportunities to make meaningful contributions, by teaching them the skills they need to be successful in these new opportunities, and by recognizing their contributions.

Risk factors are conditions that increase the likelihood of a young person becoming involved in drug use, delinquency, school dropout and/or violence. These are characteristics of an individual, family, peer-group, school or community that precedes and is associated with a higher likelihood of negative outcomes and problem behaviors.

The Communities That Care process is being used in many communities nationwide, and studies have shown the program to be effective. Approximately fifteen years ago many York County school districts implemented CTC at the district level. However, with smaller geographic areas, it was hard to sustain. Four of these district-wide CTCs remain: Central York, Dallastown, Hanover Area (both Hanover Public and South Western School Districts), and York Suburban. This is the first time there has been a county-wide effort to implement CTC in York. By implementing evidence-based practices throughout the entire county, the effort will be more effective and sustainable.

The Pennsylvania Youth Survey (PAYS) is a survey intended to discover risk factors and protective factors within communities. Data around behaviors of youth and programs that discourage those behaviors is gathered and used to create strategies for community improvement. PAYS was conducted throughout York County from September 15 through November 13, 2009 to assist in identifying the priority risk and protective factors. With funding assistance from the District Attorney's office, PAYS was administered in collaboration with 15 of York's 16 school districts. Also participating in the survey, were New Hope Academy Charter School and two of the Lincoln Intermediate Unit (LIU) Schools. All together, 11, 923 students in grades 6, 8, 10 and 12 participated in the survey.

York County CTC consists of a Key Leader Board, a Community Board, a Community Mobilizer, and seven Workgroups. The mission of the York County *Communities That Care* is: ***A community wide effort to promote a healthy community with responsible, respectful, resilient youth.***

York County developed its outcome-based plan after the Data Assessment Workgroup identified two high risk factors:

- *Parental Attitudes Favorable Toward Antisocial Behavior*
- *Family Conflict;*

And two low protective factors:

- *Community Opportunities for Prosocial Involvement*
- *Community Rewards for Prosocial Involvement*

as priorities for community planning. The Workgroup also identified three priority problem behaviors:

- *Attacking Someone with Intent to Harm*
- *Being Drunk or High at School;*
- *Depression and Anxiety.*

The Resource Assessment Workgroup initiated an assessment of the youth-development and prevention resources that target these risk and protective factors in York County in October 2010.

The drafting of this document, the York County *Communities That Care* Community Action Plan, was the next step in the *Communities That Care* process. In November 2010, members of the Community Board and Key Leader Board attended the Community Planning Training. They drafted community-level outcomes to help define the desired changes for York County and measure the progress toward those outcomes.

Community Board and Key Leader Board members selected preliminary programs, policies and practices at the Community Planning Training and finalized their selections in meetings throughout November 2010. Program-level outcomes were also finalized at these meetings. These consist of implementation outcomes, which will measure the way in which the programs will effect change, and participant outcomes, which will measure the extent of the desired change.

The following are the programs, policies and practices selected:

- To address *Family Conflict, Community Opportunities for Prosocial Involvement, Attacking Someone with Intent to Harm*, York County selected Big Brothers Big Sisters of York County, Inc.
- To address *Family Conflict* and *Parental Attitudes Favorable Toward Antisocial Behavior*, York County selected the Strengthening Families Program¹
- To address *Depression and Anxiety* York County selected the Johns' Hopkins Adolescent Depression Awareness Program.

The following systems-change strategies were selected by York County to help facilitate the implementation of the selected programs and address gaps, issues and barriers in the community:

- To address *Community Rewards for Prosocial Involvement* York County will work with current youth leadership and involvement programs to create a York County Youth Council.
- To educate school employees, human service providers, and the community about services that are available in the community, where to find this information, and how to access services CTC will enhance awareness of FIRST (Free Information and Referral System Teleline).

¹ Any and all references to The Strengthening Families Program refers to the York County CTC working with all three of the current providers for this program. We are not selecting one provider over another. We will work with all three current providers of the Strengthening Families Program in York County.

Introduction

Purpose and use of the plan

York County CTC presents its 2011 Community Action Plan. This plan describes the results of the work completed thus far in York County's *Communities That Care* effort. It will describe the changes we want for our community, the programs, policies and practices that will be implemented to address the community's identified risk and priority factors, and the outcomes that will measure the progress toward our community's vision.

York County implemented the *Communities That Care* process to help achieve the community's vision of a healthy community with responsible, respectful, and resilient youth.

Prevention science overview

In the Fall of 2009, York County began implementing the *Communities That Care* system. The *Communities That Care* system helps community members work together to efficiently and effectively promote positive youth development. The system was developed by Dr. J. David Hawkins and Dr. Richard F. Catalano of the Social Development Research Group at the University of Washington, Seattle. It is based on their research, which has identified risk factors that predict youth problem behaviors and protective factors that buffer children from risk and help them succeed in life.

Community involvement

The York County CTC will be governed by the Community Board. The Community Board is comprised of community members from public and private institutions including local government, education, health, law enforcement, local business and private social services. The Community Board is the ultimate leadership and decision-making body of York County CTC. The Board has the final authority on key decisions related to planning, programming, executive management, and financial management.

The Key Leader Board is comprised of Community Leaders who are committed to the CTC prevention process and are willing to engage other key leaders and resources. They helped to establish the Community Board and were involved in the drafting of the initial set of bylaws. They oversee the implementation of *Communities That Care* in York County and educate the community about CTC. *Some* of the Key Leaders who have been involved in the *Communities That Care* process for York County include the Executive Director of York County Human Services; York City Chief of Police; administrators from some of York County's School Districts, York County Commissioner; Senior Judge for the Court of Common Pleas; Executive Director of United Way; President and CEO of Memorial Hospital; Campus Vice President for Harrisburg Area Community College; Vice President of Community Investment for York County Community Foundation; Founder and President of Susan Byrnes Health Education Center; Director of Planning at WellSpan; Executive Director of YorkCounts; Vice President of the York County Bar Foundation; and District Attorney for York County.

There have been several organizations that have helped with the development of the *Communities That Care* process in York County. The Drug Task Force provided the money to implement the Pennsylvania Youth Survey, in which fifteen of York County's sixteen school districts participated. The York County Bar Foundation, Saint Andrew's of York Episcopal Church and United Way provided the facilities for many of the *Communities That Care* trainings. York County Human Services Department has taken an active role in the planning process.

The community plan

A key goal of the *Communities That Care* process is to develop a Community Action Plan that builds on the data-based assessment of a community's priorities, strengths and resources. This plan focuses on the priority risk factors and draws on community resources and strengths. It also addresses resource gaps, issues and barriers by recommending new tested, effective programs or systems-change strategies.

The York County plan accomplishes this goal by identifying specific desired outcomes for each selected program, policy or practice; for the priority risk and protective factors on which the plan is focused; and for adolescent problem behaviors. It describes how each selected program, policy and practice will work to bring about desired changes in York County's youth and presents preliminary recommendations for how these programs will be implemented in the community.

How the information was collected and drafted

York County developed its outcome-based plan after the Data Assessment Workgroup identified two high risk factors *Parental Attitudes Favorable Toward Antisocial Behavior* and *Family Conflict*; and two low protective factors: *Community Opportunities for Prosocial Involvement* and *Community Rewards for Prosocial Involvement* as priorities for community planning. The Workgroup also identified three priority problem behaviors: *Attacking Someone with Intent to Harm*; *Being Drunk or High at School*; and *Depression and Anxiety*.

York County first drafted community-level outcomes, which consist of behavior and risk and protective factor outcomes. Community Board and Key Leader Board members drafted these outcomes at the Community Planning Training in November 2010. Program selection also took place in November 2010. We focused on drafting problem-level outcomes, which consist of implementation and participant outcomes. Implementation outcomes describe the way in which the programs effect change; participant outcomes describe the desired changes in knowledge, attitudes, skills or behaviors that the program will produce for participants. Community Board members drafted preliminary outcomes at the Community Planning Training and further refined them at subsequent meetings.

Various members of the Community Board and the York County *Communities That Care* Workgroups drafted the plan from September 2010 to January 2011, presenting their finished work in February 2011.

How to use the plan

The Community Action Plan is intended to help CTC members and the community-at-large develop implementation, evaluation and budgeting plans for the selected programs, policies and practices. Participants developing these plans should use this plan to develop:

- Funding strategies by tying funding plans to outcomes and reevaluating funding priorities as outcomes are monitored
- Implementation plans for the programs identified in the plan
- Evaluation plans for programs by first monitoring the short-term program-level outcomes and then longer-term community level outcomes.

The Community Action Plan

Community Profile

Data collection efforts

The Data Assessment Workgroup collected and analyzed data on York County. Then, with input from the community, they identified priority risk factors to address, as well as community strengths to build on. The Community Assessment Report details the results of this work.

The assessment was completed using the *Pennsylvania Youth Survey* and archival data. The *Pennsylvania Youth Survey* was administered to students in grades 6, 8, 10 and 12 in fifteen of York County's sixteen school districts in the Fall of 2009. To get the most complete picture of our community, the Data Assessment Workgroup also collected archival data from public records to measure risk factors and problem behaviors not covered by the survey.

Prioritization process

Based on the analysis of the data and input from the community, the following high risk factors were identified as priorities for community attention:

- *Family Conflict*
- *Parental Attitudes Favorable Towards Antisocial Behavior*

Two low protective factors were identified:

- *Community Opportunities for Prosocial Involvement*
- *Community Rewards for Prosocial Involvement*

The Workgroup also identified three priority problem behaviors:

- *Attacking Someone with Intent to Harm*
- *Being Drunk or High at School*
- *Depression and Anxiety*

These risk and protective factors, and problem behaviors, were selected as priorities for prevention action primarily because the data indicated that they are significantly elevated throughout York County.

Existing resources

York County is fortunate to have FIRST, an online and phone resource and referral system to assist students, parents, schools, and others in identifying community resources. The online database is updated annually and a resource book is published biannually. CTC has indentified several existing resources that address the risk and protective factors. There are several social service organizations that provide services both in school and community settings. The following research based programs are offered in York County:

- Big Brothers Big Sisters
- Quantum Opportunities
- Strengthening Families Program
- Nurse Family Partnership
- Family Advocacy Support and Training Program (FAST)
- LifeSkills
- PATHS

Providers and school personnel, who responded to the York County CTC survey, reported the following gaps in meeting the needs of youth and families:

- School personnel need more information about the types of services available
- Waiting lists at many agencies
- Accessibility of services
- Transportation

York County CTC will be developing a youth services resource guide, from the FIRST database to assist individuals working with youth and families. We will also conduct an orientation session on how to access the FIRST online database to make appropriate referrals. The students indicated a lack of community opportunities and rewards for pro-social involvement and behavior. While there are many clubs and organizations, perhaps our community needs to do a better job of advertising them and providing opportunities for recognition.

Gaps, issues and barriers

York County has many services and resources available to youth and families. Unfortunately, these services do not always meet their needs. The Resource Assessment Workgroup surveyed school district social workers, guidance counselors and service providers to identify the following gaps.

Lack of Psychiatric Services

School district social workers and guidance counselors overwhelmingly see a lack of psychiatric services as a gap in York County. The lack of services leads to long waiting lists for services or youth waiting a long time between scheduling an appointment and the actual appointment. Additionally, some youth do not have access to services because either they do not qualify for free services because of income limits or the families do not know the services even exist.

Family Participation

A major barrier to services is family participation. While service providers and schools offer many programs, getting families to participate in programs is difficult. Many families have tight schedules with work, sporting events, homework, and other obligations. Many parents are stretched so thin by other activities, that the idea of adding one more activity is unthinkable. Additionally, if families do go to an initial meeting for a program or service, they often do not return because they are unable to make a long commitment to a program.

Volunteers

In addition to family participation being a barrier, a lack of volunteers is a barrier to providing services. As discussed earlier, individuals' schedules are hectic and filled with work, sporting events, and other activities. This leads to individuals being unwilling or unable to commit to a long term volunteer opportunity, which many programs require. One example is Big Brothers Big Sisters, which has a long waiting list of youth and not enough volunteers willing to commit to one hour a week for a year.

Finances

Finances are a problem for both families and service providers. With the current economic climate, parents are finding it difficult to provide for their families. This may mean that parents can no longer afford to pay for youth to be involved in extracurricular activities, may have to take a second job, or are unable to put food on the table or afford housing. Additionally, service providers are being hit by the economy. Donations are down and government funding is being slashed. Schools are also eliminating non-essential programs due to budget cuts. All of which is leading to fewer pro-social activities and community resources for youth and families.

Knowledge of Services

While York County has many services, not all human service providers, educators, and community members know all of the services available, how to access the information, or what services are needed.

Recommendations

While York County has many resources and services available to the community, there is much work to be done to improve the life of our youth. In order to do so, the community must work together to increase protective factors and decrease the risk factors that plague our youth. CTC will focus on the following areas.

Big Brothers Big Sisters

The York County *Communities That Care* Community Board and Key Leader Board will work with BBBS to increase awareness in the community and increase the number of volunteer mentors. They will do this by utilizing their networks of business, community, and faith-based leaders. Additionally, CTC will utilize PCCD funding to hire a part time case worker for BBBS to work with new mentors and increase matches.

Strengthening Families Program

CTC will work with the three current providers of Strengthening Families Program to coordinate their efforts throughout the county and increase participation.

Adolescent Depression Awareness Program

CTC, York County school districts, and Johns Hopkins School of Medicine will implement the Adolescent Depression Awareness Program (ADAP) as a pilot program in health classes throughout York County to increase awareness and knowledge of depression.

Youth Council

CTC will tap into the youth of York County to get their feedback on what is needed in the community and get them involved in making positive changes for youth and adults. This will be done by utilizing existing youth leadership and involvement groups in York County.

Resource Awareness

CTC will work with FIRST (Free Information and Referral System Teleline) to educate school employees, human service providers, and the community about services that are available in the community, where to find this information, and how to access services.

Community Planning Results

Community-level outcomes

York County developed outcomes for the following identified high risk factors, low protective factors and problem behaviors identified as priorities for community attention:

- *Family Conflict*
- *Parental Attitudes Favorable Towards Antisocial Behavior*
- *Community Opportunities for Prosocial Involvement*
- *Attacking Someone with Intent to Harm*
- *Depression and Anxiety*

SELECTED PROGRAMS, POLICIES AND PRACTICES

Big Brothers Big Sisters of York, Inc.

To address the risk factor of *Family Conflict*, the protective factor of *Community Opportunities for Prosocial Involvement* and the problem behavior of *Attacking Someone with Intent to Harm*, York County selected Big Brothers Big Sisters of York, Inc. Several factors made this selection sensible:

- Risk and protective factors addressed by the program
- Problem behaviors addressed by the program
- The program is already implemented in York County
- Big Brothers Big Sisters has impressive outcomes
- The program can serve all school districts in the county
- CTC can network with the York County community to recruit additional mentors

Big Brothers Big Sisters is a structured mentoring program that uses one-to-one matches. A Big Brothers Big Sisters match is carefully administered and supported by rigorous standards and trained personnel. The professionals at Big Brothers Big Sisters of York County strive for matches that are not only safe and well suited to each child's needs, but also harmonious and built to last.

National research on Big Brothers Big Sisters found that after 18 months in the program Little Brothers and Little Sisters are:

- 46 percent less likely to begin using illegal drugs
- 27 percent less likely to begin using alcohol
- 52 percent less likely to skip school
- 37 percent less likely to skip a class
- More confident of their performance in schoolwork
- **One-third less likely to hit someone, and**
- **Getting along better with their families**

In York County we have selected to expand the current Big Brothers Big Sisters Community Based Mentoring Program. Currently, the program budget is too small to expand and the case manager cannot handle anymore matches. We plan to increase Big Brothers Big Sisters' impact on the community by increasing awareness of the program in York County in order to recruit more mentors and increase the number of matches.

Program-level Outcomes/Indicators

The following outcomes were drafted for the Big Brothers Big Sisters expansion program:

- By the 2013² Pennsylvania Youth Survey (PAYS) we expect more youth will indicate that they see the community as an arena for positive prosocial involvement.
 - Measurement: PAYS results
- By the 2013 PAYS we expect to see a decrease in scores reflecting youth's perception towards aggression, while experiencing an increase in how youth value their families.
 - Measurement: PAYS results
- By 2013 we hope to increase the number of mentors in York County by 20.

² The 2009 PAYS data is our baseline data. The 2011 PAYS will provide us with a very small glimpse at rises or falls in our student perceptions. The 2013 PAYS results will more accurately measure any success in increasing or decreasing the prevalence of our results, and is therefore the PAYS we use as our metric.

- Measurement: Number of matches as indicated by Big Brothers Big Sisters of York, Inc.
- Between 2011 and 2013 York County *Communities That Care* will provide Big Brothers Big Sisters with 24 opportunities for community or media outreach to organizations and businesses in York County to increase community awareness.
 - Measurement: Agreements made and events hosted by various community and business organizations throughout York County.

Preliminary evaluation plans

Evaluation of the Big Brothers Big Sisters expansion program will be used to report the program's achievements to the York County Community Board. Outcomes/indicators will be written into the contract between the York County Human Services Department and Big Brothers Big Sisters of York County, Inc. Big Brothers Big Sisters will report quarterly to the Human Services Department. The Human Services Department will share results with the Community Board.

Program evaluation will also be measured by the 2013 PAYS data.

Preliminary implementation plans and budgets

The York County Community Board, in conjunction with the York County Human Services Department, applied for funds from the Pennsylvania Commission on Crime and Delinquency to support the implementation of this expansion. These funds will supply a part-time case manager for 25-30 hours a week, cover some operating expenses, provide for free activities for Bigs and Littles, and cover the community awareness campaign. The two year cost for implementation of the expansion of Big Brothers Big Sisters in York County is \$86,096.

Strengthening Families Program

The Strengthening Families Program for Parents and Youth 10-14 (Strengthening Families Program) was selected as a program of focus for the York County CTC due to its success at addressing two of York County's highlighted risk and protective factors: *Parental Attitudes Favorable Towards Antisocial Behavior* and *Family Conflict*.

Strengthening Families Program was also chosen because:

- It is already implemented by three provider agencies in York County
- There is room for the program to grow within school districts

Strengthening Families Program aims to reduce substance abuse and behavior problems during adolescence through improved skills in nurturing and child management by parents, and improved interpersonal and personal competencies among youth. The program consists of seven, two-hour sessions for parents and youth. Parents and youth spend the first of the two hours apart; attending individualized skill-building workshops, and then both groups come together to learn together during the second hour. 'Booster

sessions' can also be used anywhere from 6 months to 1 year out from completion of the main program to reinforce skills learned during the initial seven meetings.

York County CTC has not dedicated funds to this program, but instead would like to focus on fostering the program as it already exists in York County, and assist the participating agencies and local school districts in utilizing the program.

Program-level Outcomes/Indicators

The following outcomes were drafted for Strengthening Families Program:

- Increased coordination amongst the three York County providers of the Strengthening Families Program: Parents and Youth 10-14
 - Measurement: Inferred through the measurements of the following two outcomes
- Increased participation of school districts in offering the Strengthening Families Program: Parents and Youth 10-14 in their communities
 - Measurement: Current number of participating districts / Participating districts in 2013³
- Increased public knowledge and use of the Strengthening Families Program: Parents and Youth 10-14
 - Measurement: Current attendance numbers / Attendance numbers in 2013
- Decrease in the number of children reporting *Parental Attitudes Favorable Toward Antisocial Behavior* and *Family Conflict* on the 2013 PAYS report
 - Measurement: Decrease in scores for *parental attitudes favorable toward antisocial behavior* and *family conflict* on 2013 PAYS report

Preliminary evaluation plans

Strengthening Families Program will be evaluated through the participation levels of both districts and families, as reported by the three provider agencies in York County to the CTC Community Board. Increased participation of districts and families will lend itself to the measurement of additional coordination among the three provider agencies. Additionally, the results of the 2013 PAYS report will show the measure of success in reducing the concern regarding the risk and protective factors outlined above.

Preliminary implementation plans and budgets

The York County CTC will not be providing funds to increase the use of the Strengthening Families Program: Parents and Youth 10-14 in York County. Instead, York County CTC members and agency partners will participate to encourage more

³ The 2009 PAYS data is our baseline data. The 2011 PAYS will provide us with a very small glimpse at rises or falls in our student perceptions. The 2013 PAYS results will more accurately measure any success in increasing or decreasing the prevalence of our results, and is therefore the PAYS we use as our metric.

participation on the part of districts and families in the community, and will work with the three current providers of the program to increase their coordination to improve the availability of the program to all interested districts. As a result, there is no need for a budget plan for this program.

Adolescent Depression Awareness Program

The Adolescent Depression Awareness Program (ADAP) was selected in order to address the problem behavior of *Depression and Anxiety*. ADAP was chosen because its mission is to:

- Increase awareness about depression and the need for evaluation and treatment by:
 - Educating students, parents and teachers about depression and bipolar disorder and
 - Measuring the impact of the educational program on knowledge and attitudes about depression

The three-hour ADAP student curriculum employs multiple teaching formats including:

- Interactive lectures and discussions
- Video of teenagers describing their experiences with depression and bipolar disorder
- Homework and video assignments to reinforce key points
- Group interactive activities to teach the key message that depression is a common, treatable, medical illness.

The students are given a pre-test prior to the program and a follow-up post-test two months after the program in order to determine if they are gaining critical knowledge about depression.

York County has not dedicated funds to this program. Instead, York County school districts have submitted letters of support for the joint application to a federal grant that would allow ADAP to be taught in all high school health classes in York County over a two-year period. It is likely that this federal grant application process will take most of 2011 to complete; therefore, ADAP may not begin in schools until 2012/2013.

Program-level Outcomes/Indicators

The following outcomes were drafted for the ADAP implementation in York County:

- All ninth/tenth grade health classes will include a three-hour ADAP education program over the next two years.

- Measurement: By 2013 all sixteen school districts will have held or will be scheduled to hold health teacher trainings to implement the ADAP curriculum in their schools.
- Social workers and or guidance counselors will track any changes in referrals made to their offices regarding students' feelings about depression.
 - Measurement: Johns Hopkins School of Medicine, the administrator of ADAP, will collect this information and share it with the CTC Community Board.

Preliminary evaluation plans

ADAP will be evaluated through the participation levels of the schools in allowing their high school health teachers to participate in the training. ADAP also holds a meeting for parents and community members to educate them on the ADAP curriculum and answer any questions. Our evaluation will include tracking the number of community meetings conducted by the schools and the ADAP researchers. We hope to have sixteen schools teaching the ADAP curriculum and holding sixteen community meetings each year, by the year 2013. The Johns Hopkins School of Medicine ADAP researchers will analyze information on number of referrals made to their offices regarding depression. CTC Community Board will receive this analysis and use this as an additional method to evaluate ADAP's efficacy. The results of the 2011 and 2013 PAYS reports may not be a reliable source to measure ADAP's effect on depression. ADAP is meant to educate and make students aware of depression as a treatable illness. It is possible that the indicators around youth depression will increase since youth will understand depression. Yet, youth may be seeking out treatment for depression rather than dealing with it themselves, which is not measure via the PAYS. The partnership with the school districts and the social workers and guidance counselors will be a better measure of how students are dealing with depression they may be experiencing.

Preliminary implementation plans and budgets

York County CTC will not be providing funds to implement ADAP in the York County high schools. Instead, York County CTC is applying for a federal grant with the Johns Hopkins School of Medicine. As a result, ADAP will only be implemented in York County pending receipt of this federal grant, foreclosing any need for a budget.

Conclusion and Recommendations

York County's Strengths

All together, 11,923 students participated in the 2009 Pennsylvania Youth Survey. York County students reported the three highest overall protective factor scores for:

- School Rewards for Prosocial Involvement (67)
- School Opportunities for Prosocial Involvement (64) and
- Belief in the Moral Order (60).

Schools do well in giving students opportunities to participate in sports, clubs or special classroom projects, and they do well in recognizing student achievement. Their efforts should be supported by the community. Additionally, the understanding of right and wrong – the belief in moral order – is encouraged in our children and should continue to be promoted.

The lowest scoring risk factors for York County included:

- Early Initiation of Drug Use (38)
- Friends' Use of Drugs (39)
- and Friends' Delinquent Behavior (43).

This shows that York County use doing well in keeping youth from these delinquent behaviors, but efforts must continue to continue to lower these risk factors.

Community Priorities

Based on the analysis of the data and input from the community, the following priority risk factors, protective factors and problem behaviors were identified for the community to focus on over the next several years:

High Risk Factors

- Parental Attitudes Favorable Towards Antisocial Behavior
- Family Conflict

Low Protective Factors

- Community Opportunities for Prosocial Involvement
- Community Rewards for Prosocial Involvement

Problem Behaviors

- Attacking Someone with Intent to Harm
- Being Drunk or High at School
- Depression and Anxiety

These risk and protective factors and problem behaviors were selected as priorities because the data indicated that they were among the most elevated (or among the lowest in the case of the protective factor) throughout York County. We recommend that York County give particular attention to implementing evidence-based programs and proven practices and strategies to address these risk and protective factors and problem behaviors when developing a prevention plan.

Recommendations

While York County has many resources and services available to the community, there is much work to be done to improve the life of our youth. In order to do so, the community must work together to increase protective factors and decrease the risk factors that plague our youth. To do so, CTC will focus on the following areas.

Big Brothers Big Sisters: As a Blue Print Program that is proven to reduce alcohol usage and violence and increase family relationships, Big Brothers Big Sisters (BBBS) is essential to addressing York County community priorities. The York County Communities That Care Community Board and Key Leader Board will work with BBBS to increase awareness in the community and increase the number of volunteer mentors. They will do this by utilizing their networks of business, community, and faith-based leaders. Additionally, CTC will utilize PCCD funding to hire a part time employee for BBBS to work with new mentors and increase matches.

Strengthening Families Program: CTC will work with the three current providers of the Strengthening Families Program to coordinate their efforts throughout the county and increase participation.

Adolescent Depression Awareness Program: CTC, York County school districts, and Johns Hopkins School of Medicine will implement the Adolescent Depression Awareness Program (ADAP) as a pilot program in high school health classes throughout York County to increase awareness and knowledge of depression.

Youth Council: CTC will tap into the youth of York County to get their feedback on what is needed in the community and get them involved in making positive changes for youth and adults. This will be done by utilizing existing youth leadership and involvement groups in York County.

Resource Awareness: CTC will work with FIRST (Free Information and Referral System Teleline) to educate school employees, human service providers, and the

community about services that are available in the community, where to find this information, and how to access services.

In addition to these focus areas, CTC will continue to strengthen existing programs and bring new programs to the county that addresses our risk and protective factors and problem behaviors. CTC will also work with the community to increase awareness of the CTC process and increase participation by community members.

Sustainability Plan

This information will be used to guide York County prevention efforts and help address existing problems in the community. If York County CTC (YCCTC) wishes to sustain itself beyond March 31, 2013, the end of the PCCD grant funding, the following need to be acted upon by the Community Board as soon as possible. They are:

- While governed by the Community Board, the YCCTC should continue to be strongly associated with the school districts in the county.
- It is imperative that future leadership be cultivated and recruited to fill leadership roles and serve as champions for the vision and mission of the CTC initiative. York County is ripe with leaders interested in improving the community as a whole.
- The organizational structure should consist of seven committees reporting to the Executive Committee, which is ultimately responsible to the Community Board.
- The YCCTC needs to develop a plan for establishment of a brand and how it wishes to communicate the brand throughout the community.
- Efforts need to be implemented as soon as possible to raise funding in support of the Community Mobilizer position. This is a critical position and the CTC initiative will not survive without staff support.

For the past year, there has been a significant amount of work accomplished in support of YCCTC. The following pages include a more detailed plan for continuing this work in the years ahead.

Overview

History

In 2009, York County began implementing *Communities That Care* (CTC) prevention-planning system. The York County CTC implemented the PAYS survey in 15 of the 16 school districts in the county. All together, 11, 923 students in grades 6, 8, 10 and 12 participated in the survey. The CTC process in York County was initiated by the York County Human Services Department. The CTC kick-off event was held on February 3, 2010. York County CTC consists of a Key Leader Board, a Community Board, a Community Mobilizer, and seven Workgroups.

The mission of the York County *Communities That Care* is: ***A community wide effort to promote a healthy community with responsible, respectful, resilient youth.***

Current Status

In the Fall of 2009, the PAYS survey was administered; this survey will be administered again in the fall of 2011 and the results from the two surveys will be compared. The risk and protective factors, as well as the problem behaviors, will be examined. Strategic planning will follow the same processes that have been put into place and will be based on the results of the surveys.

Future

Now entering its second year of funding, York County CTC has applied for funding to forge ahead that will take us through March of 2013. This funding will be provided through the Pennsylvania Commission on Crime and Delinquency (PCCD).

An additional portion of this money will be used to implement a prevention program that will target our risk factors. The Community Board has selected to fund via a PCCD Request for Proposal, for a two-year period, the Big Brothers/Big Sisters program. This program is a Blue Print program and one that both appealed to the Community Board and was eligible for funding through the PCCD grant.

Research has found that after 18 months of spending time with their Bigs, the Little Brothers and Little Sisters were 46% less likely to begin using illegal drugs; 27 % less likely to begin using alcohol; 52% less likely to skip school; 37% less likely to skip a class; more confident of their performance in schoolwork; one-third less likely to hit someone and were getting along better with their families. The positive outcomes of the research completed in the Big Brothers Big Sister program fit nicely with our identified risk factors. In order to continue to meet the mission as stated, the following strategies should be taken into consideration:

- Assess and monitor changes in the prevalence of adolescent problem behavior and the presence if risk and protective factors in York County. The results of the ongoing PAYS will be a critical component of this strategy.
- Build awareness and understanding of adolescent problem behavior by communication a clear and consistent message to the public.
- Support the mission and activities of York County CTC by ensuring that the public becomes educated regarding what CTC is and what it is that we as a collective body are hoping to accomplish.
- Facilitate services for children and their families that help to prevent, address, and reduce “at risk” behaviors and promote healthy lifestyles.

Strategic Considerations

There are several important issues and trends that will affect the sustainability of York County CTC, including economic issues, social, and demographic trends, and planning issues.

Economic Issues

With shrinking federal, state, and local resources, it is challenging time to have to replace the funding from PCCD in the future. The current economic picture underlines the need for coordinated fundraising among many entities with the current York County CTC; the need to access a diverse funding base that includes federal, state, and local resources; and the need to expand the base of private partners and funding resources. No one source will be able to sustain the program. In addition, current economic trends mean that the focus of expansion efforts will need the alignment of existing services, rather than creating new services that need to be funded.

Social and Demographic Trends

Findings of the 2009 report issued by YorkCounts indicate that school enrollments are increasing across York County. While enrollment in most elementary schools is expected to level off soon the secondary school enrollment will continue to increase and/or remain at high levels.

This same report also shows a steady increase in the number of students who are students of diversity. The number of students who are in need of English as a Second Language (ESL) services is also on the rise.

Another trend having ramifications for the county is that the birth rate of mother under 20 has increased since 1990. The rate of mothers that are single also continues to rise. Since single mothers and mother who are young are more likely to live in poverty, this very well may mean a steady growth in the number of children living in poverty and the need for services.

Planning Issues

As previously indicated, *Communities That Care* is a national movement that brings together local communities to promote positive development of children and youth. It is a deliberate process that involves significant community involvement, comprehensive analysis of risk factors and problem behaviors, plan development and implementation, and sound evaluation practices. In York County, fifteen school districts participated in the PAYS process. Representatives from a variety of organizations have come together to implement this process in the county.

Internal capacity

For the past year, Ms. Leigh Dalton has served as the York County CTC mobilizer. There is in place a Board of Key Leaders who serve in part as the mouth piece of the organization and the Community Board which serves as the Board of Directors for the initiative. This structure was developed to meet the requirements of the grants from the Pennsylvania Commission on Crime and Delinquency. Following is a brief overview of the governance and leadership, proposed staffing, and the need for creating a public awareness/education campaign.

Governance and Leadership

The York County CTC will be governed by the Community Board. The Community Board is the ultimate leadership and decision-making body of York County CTC. The Board has the final authority on key decisions related to planning, programming, executive management, and financial management.

For planning, the Community Board is responsible for the mission, direction, priorities, and action plan of YCCTC, including the review and approval of the annual action plan, monitoring accomplishments of the plan, and recommending changes on priorities and direction.

Within programming, the Board carries ultimate responsibility for the appropriateness, quality, efficiency, and effectiveness of YCCTC programs and services. The monitoring of the BB/BS programming will also be assisted by York County Human Services as the contract may very well run through that office.

Executive Board provides guidance and advice to the President of YCCTC. Through its financial management, the Board is responsible for the prudent, efficient, and effective use of YCCTC resources. This includes review and approval of annual budgets, approving fund raising strategies, approving extraordinary expenditures and reviewing monthly and year-end financial statements.

The organizational structure will consist of seven subcommittees reporting to the Executive Board, which is ultimately responsible to the Community Board. Duties of the Executive Board members shall include development of plans and budgets, providing support to the Community Mobilizer, providing ongoing direction to initiative and acting on behalf of the Community Board between meetings. Committees reporting to the Executive Board are: Data Assessment; Resource Assessment; Public Relations/Outreach; Funding; Adolescent Issues; Youth Involvement, and Governance. The duties and responsibilities of each are included in the appendices.

Staffing

Staff support to the initiative will continue to be provided by a Community Mobilizer hired on a part-time basis at approximately 20 hours per week. The individual will work at the direction of the Community Board Chair and provide further support to the mission of the YCCTC.

Connecting YCCTC with the Larger Community

As an organization, we need people to understand who we are and what it is we are attempting to accomplish. Non-profits, like CTC are often at a disadvantage when it comes to branding. We do not have the deep pockets of corporations who can afford to hire brand specialists, nor do we have staffers whose job is to protect the integrity of the brand by promoting it at every turn. But successful branding of the organization can have a great effect on the awareness and fundraising of the organization and its mission.

If YCCTC intends to successfully sustain itself as a viable entity, we would be wise to scrutinize how we communicate our message. We must look for opportunities to increase awareness of YCCTC.

Strategies for Securing Needed Resources

Several strategies have been identified for securing needed resources to sustain the program. Some are more long term while others may be implemented in the short term. These strategies again are:

- While governed by the Community Board, The YCCTC should continue to be strongly associated with the school districts in the county.
- It is imperative that future leadership be cultivated and recruited to fill leadership roles and serve as champions for the vision and mission of the CTC initiative. York County is ripe with leaders interested in improving the community as a whole.
- The organizational structure should consist of seven committees reporting to the Executive Committee, which is ultimately responsible to the Community Board.
- The YCCTC needs to develop a plan for establishment of a brand and how it wishes to communicate the brand throughout the community.
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Additional immediate strategies that may be considered by the Funding Committee may include:

- Development and implementation of a membership program to offset administrative expenses, production costs of educational and informational material.
- Upon identification of interested business and community leaders, develop and implement an annual request for financial support. Primary focus would be businesses and individuals from York County.
- The Community Mobilizer should continue the efforts to create connections with the school districts in the county in order to potentially access funding through the Department of Education and other educational resources.
- The Funding Committee should immediately brainstorm and identify appropriate fundraising events in support of York County Communities That Care efforts.

Conclusion

Over the past year or so, the YCCTC has demonstrated its need and importance in the community. Unfortunately, the fruits of prevention programming generally are not realized until youth reach adulthood. It is imperative that these programs be sustained in whatever form is appropriate for our community. In the end, the youth are our future!

Glossary of Terms

Communities That Care system is a way for members of a community to work together to promote positive youth development. The system was developed by Dr. J. David Hawkins and Dr. Richard F. Catalano. Their research has identified risk factors that predict youth problem behaviors and protective factors that buffer children from risk and help them succeed in life.

Community Action Plan that builds on the data-based assessment of a community's priorities, strengths and resources. This plan focuses on the priority risk factors and draws on community resources and strengths. It also addresses resource gaps, issues and barriers by recommending new tested, effective programs or systems-change strategies.

Community Board is comprised of community members from public and private institutions including local government, education, health, law enforcement, local business and private social services. The Community Board is the ultimate leadership and decision-making body of York County CTC. The Board has the final authority on key decisions related to planning, programming, executive management, and financial management.

Community Opportunities for Prosocial Involvement (Priority Protective Factor): When young people become involved in their communities by participating in activities and organizations that foster healthy development, they are more likely to form connections with prosocial peers. Community involvement also provides the opportunity to bond with adult role models – neighbors, police, clergy and other community leaders – who can give moral guidance and emotional support.

Community Rewards for Prosocial Involvement (Priority Protective Factor): Young people experience bonding as feeling valued and being seen as an asset. Students who feel recognized and rewarded by their community are less likely to engage in negative behaviors, because that recognition helps increase a student's self-esteem and the feeling of bondedness to that community.

Family Conflict (Priority Risk Factor): Bonding between family members, especially between children and their parents or guardians, is a key component in the development of positive social norms. High levels of family conflict interfere with the development of these bonds and increase the likelihood that young people will engage in illegal drug use and other forms of delinquent behavior.

Key Leader Board is comprised of Community Leaders who are committed to the CTC prevention process and are willing to engage other key leaders and resources. They helped to establish the Community Board and were involved in the drafting of the initial set of bylaws. They oversee the implementation of *Communities That Care* in York County and educate the community about CTC.

Parental Attitudes Favorable Toward Antisocial Behavior (Priority Risk Factor):

Students' perceptions of their parents' opinions about antisocial behavior are also an important risk factor. Parental attitudes and behavior regarding crime and violence influence the attitudes and behavior of children. If parents approve of or excuse their children for breaking the law, then the children are more likely to develop problems with juvenile delinquency.

Protective factors, also known as "assets," are conditions that buffer children and youth from exposure to risk by either reducing the impact of the risks or changing the way that young people respond to risks. Protective factors identified through research include strong bonding to family, school, community and peers. These groups support the development of healthy behaviors for children by setting and communicating healthy beliefs and clear standards for children's behavior. Young people are more likely to follow the standards for behavior set by these groups if the bonds are strong. Strong bonds are encouraged by providing young people with opportunities to make meaningful contributions, by teaching them the skills they need to be successful in these new opportunities, and by recognizing their contributions.

Pennsylvania Youth Survey (PAYS) is a survey intended to discover risk factors and protective factors within communities. Data around behaviors of youth and programs that discourage those behaviors is gathered and used to create strategies for community improvement. PAYS was conducted throughout York County from September 15 through November 13, 2009 to assist in identifying the priority risk and protective factors. With funding assistance from the District Attorney's office, PAYS was administered in collaboration with 15 of York's 16 school districts. Also participating in the survey, were New Hope Academy Charter School and two of the Lincoln Intermediate Unit (LIU) Schools. All together, 11, 923 students in grades 6, 8, 10 and 12 participated in the survey.

Risk factors are conditions that increase the likelihood of a young person becoming involved in drug use, delinquency, school dropout and/or violence. These are characteristics of an individual, family, peer-group, school or community that precedes and is associated with a higher likelihood of negative outcomes and problem behaviors.

York County Communities That Care Value Statements

York County Communities That Care ...

Is comprised of geographically diverse, cross disciplined concerned citizens of York County that care about the health, well being and future of our children.

Cannot replace existing family units, spiritual support or educational programs and seeks to assist, as possible, and minimize and alleviate negative influences that affect our children.

Values the efforts of law enforcement, federal, state and local government and will seek to first keep all laws and regulations in tact to protect all citizens of York County,

Will seek to gain acceptance, input and support from all educational institutions, private and public, in order to gain an understanding of the risks and concerns of our students.

Will seek to provide opportunities for the children of York County to participate in healthy activities at minimal or no cost to a family or child.

Will seek to provide result-oriented programs and counseling for the children at risk.

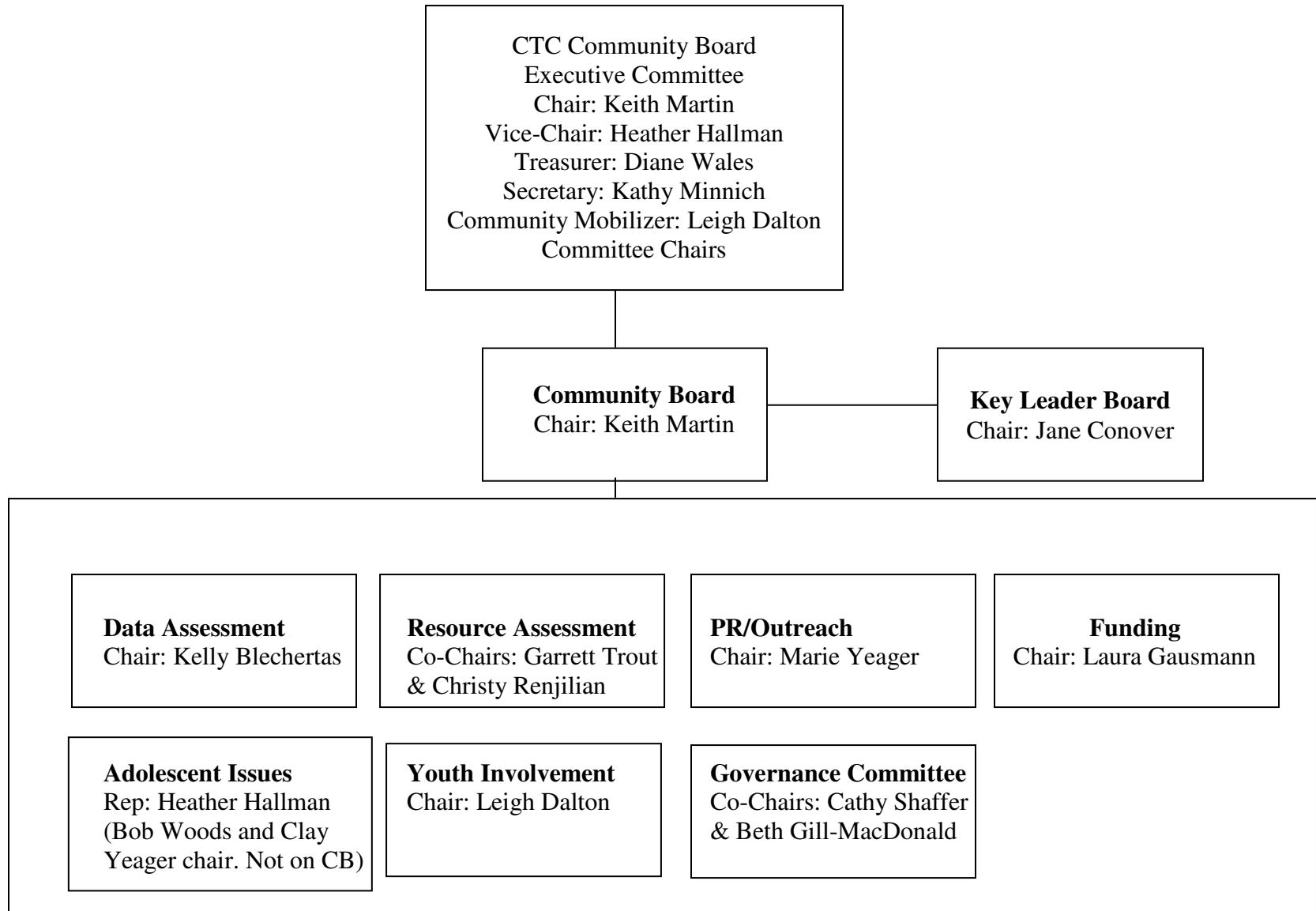
Will strive to educate the parents and guardians of children to the risk factors affecting them and help provide effective tools and meaningful programs to assist.

Will work cooperatively with health and mental institutions to maintain the overall health and well being of our children.

Will target programs and initiatives that can help address the highest risk factors the most effectively with those monies available.

Welcomes constructive criticism and help from any concerned community member. We are not alone

York County *Communities That Care* Organizational Chart



Workgroup Descriptions/Duties

Currently existing Committees include:

Risk and Protective Factor Assessment will:

- analyze the survey data to find the areas with the most critical needs where we can concentrate our resources
- seek additional data to support, enhance and supplement survey results
- write the Community Assessment Report

Resource Assessment will:

- find evidence-based resources in York County
- identify any gaps where resources are needed and have not yet been provided
- write the Community Resource Assessment Report

Youth and Parent Involvement will:

- seek ways to bring youth leaders of York County together
- create opportunities for youth to strengthen their leadership skills
- seek ways to bring parent leaders of York County together
- create opportunities for parents to strengthen their leadership skills

Funding will:

- identify resources and sources of funding
- develop a long-term funding plan
- identify and communicate with potential funders
- write grant proposals

Adolescent Issues will:

- identify issues facing adolescents
- identify trends in files and records to pinpoint when intervention should occur
- use data to make more informed decisions in dependency and delinquency issues

Public Relations & Community Outreach will:

- maintain contact with stakeholders
- work with media
- publicize any events
- work to recruit members
- make sure York County knows the good things we are doing

An annual Governance Task Force will:

- receive and solicit nominations for Community Board membership review the Community Board's adherence to the bylaws.

Key Leader Board Members

Patrick Ball -----	Wellspan
Karyn Brown -----	Spring Grove School District
Jane Conover -----	York County Community Foundation
James DeBord -----	YorkCounts
Sally Dixon -----	Memorial Hospital
Guy Dunham -----	Community Member
Doug Hoke-----	York County Commissioner
Tony Forella -----	Juvenile Probation Office
Wesley Kahley -----	York City Police Department
Thomas Kearney -----	District Attorney
David Lovelace-----	St. John's Episcopal Church
Beverly Mackereth -----	York County Human Services Dept.
Keith Martin -----	Columbia Gas
Kathy Minnich -----	Northeastern School District
Alan Moyer -----	Hanover School District
C.T. O'Donnell-----	Susan Byrnes Health Education Center
Thomas Shorb -----	York County Bar Foundation
Carolyn Steinhauser -----	York County Bar Foundation
Jean Treuthart -----	Harrisburg Area Community College
Judge John Uhler-----	York County Senior Judge
Bob Woods -----	United Way of York County
Marie Yeager -----	Roda Creative

Community Board Members

Judy Bassett-----	Lutheran Social Services
Mark Bentzel -----	Northern Regional Police
Kelly Blechertas-----	York County Human Services
Mark Durgin-----	York/Adams Health Choices
George Eckenrode -----	Family-Child Resources
Dan Fink -----	YorkCounts
Tony Forella -----	Juvenile Probation Office
Laura Gausmann -----	York County Human Services
Helen Gyimesi-----	Memorial Hospital
Beth Gill-MacDonald -----	Community Member
Heather Hallman, Vice Chair -----	York County Human Services
Erin Holman -----	West York Area School District
Vicki Klinedinst-----	United Way of York County
Lisha Lambert -----	Community
Darlene Leonard -----	Community Progress Council
Jacqueline Marrero -----	York City Police Department
Keith Martin, Chair-----	Columbia Gas
Ruby Martin -----	YWCA of York County
Kathy Minnich, Secretary -----	Northeastern School District
Judge Barbara Nixon -----	Magisterial District Judge
Jill Platts-----	Southern York County School District
Cindy Richard -----	Southern Community Services
Ann Rinker-----	Hanover Area Family & Youth Alliance
Cathy Shaffer-----	Community Member
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Marie Yeager -----	Roda Creative

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